

**BY ORDER OF THE COMMANDER
911TH AIRLIFT WING**

911 AIRLIFT WING INSTRUCTION 36-801

4 MAY 2011

Personnel

ALTERNATE WORK SCHEDULES (AWS)



COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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RELEASABILITY: There are no releasability restrictions on this publication

OPR: 911 AW/DPC

Certified by: 911 AW/DPC
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Supersedes: 911AWI36-801,
13 June 2005

Pages: 9

This instruction implements Air Force Policy Directive (AFPD) 36-8, *Employee Benefits and Entitlements*, and Air Force Instruction (AFI) 36-807, *Weekly and Daily Scheduling of Work and Holiday Observances*, Title 5, United States Code, Chapter 61, *Hours of Work*, and 5 CFR Part 610, Subpart D, *Flexible and Compressed Work Schedules*. It provides information, and instructions essential to the implementation of the Flexible Work Schedule (FWS), Gliding Schedule (GS) and Compressed Work Schedule (CWS) for employees assigned to the 911th Airlift Wing. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using Air Force Form (AF) 847, *Recommendation for Change of Publication*; route AF 847 from the field through the appropriate functional's chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://www.mv.af.mil/afirms/afirms/afirms/>.

SUMMARY OF CHANGES

This document has been revised to update core and flexible band hours and to allow for a gliding work schedule. A (I) indicates revision from the previous edition.

1. Objective: To improve morale and quality of life while maintaining productivity. Alternate Work Schedules (AWS) programs have a potential to enable managers and supervisors to meet their program goals while, at the same time, allowing employees to be more flexible in scheduling their activities. As employees gain greater control over their time, they can, for

example, balance work and family responsibilities more easily, become involved in volunteer activities, and take advantage of educational opportunities.

2. Conditions and Regulatory Restrictions:

2.1. No employee will be required to participate in this program.

2.2. Employees will submit an initial schedule request such as Attachment 1, **Flexitour (FWS)/Gliding Schedule (GS)/Compressed Work Schedule (CWS) Request**. If an employee desires a change to their initial schedule, another request must be submitted. If the supervisor cannot approve an employee's request the employee and the supervisor will discuss possible alternatives. Supervisors will make every reasonable effort to honor an employee's request subject to constraints such as work requirements, mission impact, and safety. Upon request, disapprovals will be justified in writing to the employee.

2.2.1. New employees may be allowed to work an alternate work schedule as soon as possible. However, supervisors may require a new employee to work during the official business hours, 0730 to 1600, until he/she becomes sufficiently oriented to work independently during flexible time without supervision.

2.3. To maintain schedule stability and minimize the opportunity for errors, employees will remain on their approved work schedule for not less than four (4) pay periods except in rare instances to accommodate extreme hardship reasons when work conditions permit. Changes to schedules should be held to a minimum and approved only for valid reasons.

2.4. All individual sections will be responsible for developing and maintaining alternate work schedules sufficient to ensure organizational coverage Monday through Friday. Combinations of FWS, GS and CWS may be implemented within the same branch/division if administrative capabilities exist and implementation of both work schedules would not create an unmanageable situation that would cause an adverse impact on mission accomplishment. The "organizational unit" as a whole will remain open for business for five (5) calendar days per workweek, Monday through Friday, except in individual sections authorized to operate only four (4) days by the employer.

2.5. In order to provide flexibility sufficient to ensure fair results and meet the needs of the organization, should changes to employees/sections alternate work schedules be made without his/her agreement, the employee may grieve the changes.

2.6. Nothing in the 911 AW AWS Program represents nor is intended as a relinquishment of any management right. Management retains the right to:

2.6.1. Determine the number and kinds of employees on duty during hours/days of any given day or pay period to ensure that essential work is accomplished.

2.6.2. Exempt from the FWS, GS or CWS, any employee or groups of employees.

2.6.3. Restrict an employee's choice of days off if it would have an adverse impact to mission accomplishment.

2.7. An alternate work schedule may be withdrawn or altered by the immediate supervisor to meet organizational/mission requirements or due to employee abuse. Upon request, justification for the change will be in writing and provided to the employee.

3. Duty Hours: CORE HOURS

FLEXIBLE BAND

0900 1500 0600 1930

3.1. **Core hours** are defined as those hours during each workday that an employee on AWS must be present for duty or in an approved leave status. AWS core hours will be 0900-1500, Monday through Friday. All employees including those on FWS, Gliding or CWS, must be present for work or on approved leave during these core hours.

3.2. The **flexible band** (bandwith) reflects the earliest start time and latest ending time for an employee's normal duty day. An employee may start as early as 0600 or any time thereafter until 0900 in quarter-hour increments and must end the normal duty day by 1930.

3.3. Lunch Period – A 30 minute minimum lunch period is required for all employees working six (6) consecutive hours. Lunch period must be scheduled between the hours of 1100 and 1300 and may range from 30 minutes to a maximum of two hours. Lunch periods for employees on a Compressed Work Schedule (CWS) and Flexitour (FWS) must be fixed. Lunch periods for employees on a Gliding Schedule FWS may vary but must fall within the 1100-1300 time frame. Lunch periods on any work schedule will not be taken at the end of the workday in order to shorten the duty day.

3.4. Administrative Leave/Excused Absence – In order to minimize the problem of determining how much excused absence should be granted to employees on an Alternate Work Schedule, parties agree that determination of the amount of time should be retained by the Employer to be based on various conditions and situations. For employees on a Flexitour or CWS: in determining the amount of excused absence for voting, donating blood, or bad weather, use the employee's regularly scheduled arrival time. For employees on a Gliding Schedule rules will be suspended. All employees will compute their start time from 0730 and end the workday at 1600. In the case of bad weather when the base opening is delayed, employees on FWS, GS or CWS will report to work at the same specified time as other employees unless that specified time is before their normal report time. Employees who are sent home early because of weather will leave at the designated time. (Reference AFI 36-815, *Absence and Leave*)

3.5. Holiday Pay/Leave: When required to perform actual work on a holiday, employees will be paid holiday pay for the number of hours normally scheduled to work on that particular day. When required to perform work on a holiday the employee is entitled to holiday leave for the same number of hours they are normally scheduled to work that day.

3.6. Annual/Sick Leave: Employees will be charged for the number of hours, in quarter hour increments, normally scheduled to work on a particular day.

3.7. Premium pay for overtime work shall not apply to the hours that constitute a FWS/CWS. Hours worked in excess of the FWS/CWS shall be overtime/compensatory hours and shall be governed by applicable regulations.

3.8. An employee on any schedule who performs work on a holiday is entitled to pay at a rate of basic pay, plus premium pay, at a rate equal to the basic pay rate, for work that is not in excess of the basic work requirement. For hours worked on a holiday in excess of the basic work requirement, the employee is entitled to overtime pay in accordance with applicable regulations.

3.9. Combinations of FWS, GS and CWS are not authorized for an individual employee. For example, an employee on FWS may not consistently work credit hours in order to use those credit hours to take the same day off each week or the same day off every other week. Such a practice constitutes a CWS and must be requested and approved as such.

3.10. Employees required to work the 2nd shift or uncommon tour of duty (days required to support Reserve weekend missions) will revert back to their normal schedule after completion of the 2nd shift or uncommon tour of duty.

3.11. If mission dictates, the supervisor may request an employee change their approved schedule. Volunteers will be solicited and, should no one volunteer, employees with the least amount of total creditable service (Service Computation Date leave) will be required to change their schedule. The maximum possible advance notice will be given to all employees.

4. Flexible Work Schedule (FWS): The FWS available to employees at the 911th Airlift Wing is called the Flexitour FWS. Flexitour is a schedule consisting of eight (8) hours per day, five (5) days per week that allows an employee to select starting and stopping times, requiring supervisory approval, within the established bandwidth described in paragraph 3.2 of this publication. Once selected, the hours are fixed until the employee submits a change to their work schedule. For example: An employee may choose to begin work on Monday, Wednesday and Friday at 0700, and choose to begin work on Tuesday and Thursday at 0800. This employee may not choose to arrive at 0800 on Monday without taking some type of approved leave from 0700 to 0800. Likewise, the employee would be eligible to earn one (1) credit hour, with supervisory approval, if he/she reported to work at 0700 on Tuesday since the approved, fixed work schedule states the duty day on Tuesday begins at 0800.

4.1. Eligible employees who desire to participate in the Flexitour program may begin the workday at 0600 or anytime thereafter on half hour increments, but must be on duty or leave status during the core hours of 0900-1500 hours.

4.2. Credit Hours – Hours in excess of the employee's scheduled workday. Credit hours may only be earned by an employee on the FWS (not the CWS). Credit hours are performed voluntarily at the employee's option but must have supervisory approval.

4.2.1. Credit hours may not be earned for travel or for training. These events are not considered voluntary in nature and therefore do not meet the definition of credit hours.

4.2.2. There is no limit on the total number of credit hours that may be accumulated and used during the pay period. However, a full-time employee cannot carry more than 24 credit hours from one pay period to the next. Documentation of credit hours will be maintained by the supervisor. It is the employee/supervisor's responsibility to zero out any credit hours prior to employee transfer, termination, etc.

4.2.3. The use of credit hours, like annual leave, will be scheduled by the employee in advance. Credit hours must be earned before used. Final approval for use of credit hours is up to the supervisor based on mission needs. Credit hours are to be counted as part of the basic work requirement to which they are applied. Credit hours may not be used by an employee to increase his or her entitlement to overtime pay.

4.2.4. The manager/supervisor has the choice of using Attachment 2, Daily Attendance Sheet or a supervisory time log for employees on the flexitour FWS. Those on permanent shifts (i.e. 4 ten-hour days, 5-4-9 schedule, or the standard 5 eight-hour days) will not be required to sign in and sign out.

4.2.5. When an employee is no longer subject to a FWS program, the employee must be paid for accumulated credit hours at his or her current rate of pay. Payment for accumulated credit hours is limited to not more than 24 hours for a full time employee and for a part time employee, not more than one-quarter of the employee's biweekly work requirement. An employee may not be paid Sunday pay or holiday pay for credit hours.

4.3. Overtime hours for employees under FWS programs are all hours of work in excess of eight in one day or forty in one week, which are officially ordered in advance by management. The requirement that overtime hours be officially ordered in advance also applies to non-exempt employees under Fair Labor Standards Act (FLSA).

5. Gliding Schedule is a schedule consisting of eight (8) hour days, five (5) days per week that allows employees to vary their arrival and departure times within flexible time bands on a day-to-day basis.

5.1. Arrival and Departure Times:

5.1.1. Morning Flexible Hours: 0600-0900. Employees may begin their workday according to their own preference within these hours.

5.1.2. Afternoon Flexible Hours: 1500-1930. Employees may select their own departure time within these hours after the daily work requirement is completed unless ordered to perform overtime work.

5.2. Supervisors may establish methods to track employee arrival and departure times. The Daily Attendance Sheet at Attachment 2 of this publication may be used for this purpose.

5.3. Supervisors must ensure that adequate coverage is provided during the hours of 0730-1600 to ensure accomplishment of the mission and that customer service and overall office efficiencies are not affected by employees' participation in a Gliding Schedule. Employees will still be held responsible for ensuring their reporting times adhere to established customer service hours of operation.

5.4. Participation in the Gliding Schedule must not become incompatible with the proper performance of employees' duties or with efficient accomplishment of the workload commitments of their organization.

5.5. On days when a delayed arrival is announced because of hazardous weather, the Gliding Schedule rules will be suspended. Employees will compute their start time from 0730. The end of the workday will be 1600 for employees on the Gliding Schedule.

6. Compressed Work Schedule: The CWS is a fixed work schedule that allows employees to fulfill their basic workweek requirement in fewer than 10 days during a biweekly pay period. The regularly scheduled day off under the CWS program is referred to as Scheduled Day Off (SDO).

6.1. Employees must choose between two CWS schedules. The eight day CWS consists of eight 10-hour days per pay period with one day off every week. The nine day CWS consists of eight 9-hour days and one 8-hour day per pay period with one day off every other week.

6.2. Eligible employees who desire to participate in the CWS program must be on duty or appropriate leave during the core hours of 0900-1500 hours. In addition, the scheduled workday will not begin earlier than 0600.

6.3. Credit Hours: There is no provision for credit hours under a Compressed Work Schedule program.

6.4. Temporary Duty (TDY) or Training: When an employee is TDY or attends training it may be necessary to revert to an 8-hour workday for the pay period and upon return from training or TDY, revert back to the original CWS. The alternate work schedule request form should be completed to document the change in work schedule to accommodate training or TDY.

6.5. Holidays and Scheduled Days Off (SDOs): When the holiday falls on the non-workday designated as the "in lieu of" Sunday, observe the next regularly scheduled workday as a holiday. When a holiday or designated observed day falls on an employee's non-workday (Monday through Saturday), the workday immediately preceding the day is observed as a holiday.

6.6. Overtime hours for employees under CWS programs are all hours of work in excess of the number of hours normally scheduled to work on a particular day (8, 9 or 10), which are officially ordered in advance by management. The requirement that overtime hours be officially ordered in advance also applies to non-exempt employees under FLSA.

JEFFERY T. PENNINGTON, Colonel, USAFR
Commander

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFPD 36-8, *Employee Benefits and Entitlements*, 10 February 2009

AFI 36-807, *Weekly and Daily Scheduling of Work and Holiday Observances*, 21 June 1999

Title 5, United States Code Chapter 61, *Hours of Work*, 1 February 2010

5 CFR Part 610, Subpart D, *Flexible and Compressed Work Schedules*

AFMAN 33-363, *Management of Records*, 1 March 2008

Abbreviations and Acronyms

AWS—Alternate Work Schedule

CWS—Compressed Work Schedule

FLSA—Fair Labor Standards Act

FWS—Flexitour

GS—Gliding Schedule

RDS—Record Disposition Schedule

SDO—Scheduled Days Off

Attachment 2

ALTERNATE WORK SCHEDULE (AWS) REQUEST

(Date)MEMORANDUM FOR _____
(Supervisor's Name)FROM: _____
(Employee's Name)

SUBJECT: Alternate Work Schedule (AWS) Request

1. Under the terms of **911 AWI 36-801**, I request consideration to participate in the selected Alternate Work Schedule (check one):

_____ Flexitour _____ Gliding Schedule _____ Compressed Work Schedule

2. Flexitour and Compressed Work Schedule requests must identify work hours below:

Show hours to be worked for each day in pay period:

Monday Wk 1	Tuesday Wk 1	Wednesday Wk 1	Thursday Wk 1	Friday Wk 1
Start:	Start:	Start:	Start:	Start:
Lunch:	Lunch:	Lunch:	Lunch:	Lunch:
End:	End:	End:	End:	End:
Monday Wk 2	Tuesday Wk 2	Wednesday Wk 2	Thursday Wk 2	Friday Wk 2
Start:	Start:	Start:	Start:	Start:
Lunch:	Lunch:	Lunch:	Lunch:	Lunch:
End:	End:	End:	End:	End:

3. I request to begin this AWS on pay period beginning: _____

(Employee's Signature)

_____ Your request is approved.

_____ I am unable to approve your request for the following reason(s):

Supervisor's Signature_____
Date

Attachment 3

DAILY ATTENDANCE SHEET

Employee Name: _____ Office: _____
Supervisor: _____ Pay Period # _____ From: _____ To: _____

FIRST WEEK

Date	Arrival Time	Departure Time	Credit Hours Used	Credit Hours Earned
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

SECOND WEEK

Date	Arrival Time	Departure Time	Credit Hours Used	Credit Hours Earned
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

CREDIT HOURS

Balance from previous pay period _____ Amount used this pay period _____
Amount earned this pay period _____
Balance carried forward _____ (cannot exceed 24)

Employee Signature_____
Date_____
Supervisor Signature_____
Date